



Dunedin City Council

# Dunedin Festivals and Events Strategy

2009 – 2019



# Foreword

Festivals and events are an important feature of Dunedin city. They enable residents and visitors to come together and celebrate what it is that makes Dunedin a unique and special place.

This Dunedin Festivals and Events Strategy will enable the Dunedin City Council to support the growth, development and management of festival and events in our city over the next ten years. As well as filling gaps in events policy, the Strategy will ensure that events funding is allocated fairly, and that ratepayers receive the greatest economic, cultural and social benefit for their 'festival and event' investment (currently \$12.30 per resident per year from rates).

Consultation with event organisers and other stakeholders in the development of this Strategy identified the need for:

1. An overall vision for events which strongly supports city marketing, economic development and tourism campaigns and maximises the positive profile of Dunedin for residents and domestic and international visitor markets.
2. A planned programme of events that allows residents, businesses, the wider community and visitors to participate and benefit throughout the year.
3. Funding criteria through which all events that are resourced wholly or in part by the Dunedin City Council can be fairly and objectively assessed.

I believe this Festivals and Events Strategy meets these needs. Whether you are involved directly in the organisation of events, or enjoy attending our special events as a participant, I encourage you to read this Strategy and work with us to celebrate Dunedin through the staging of successful festivals and events.

A handwritten signature in black ink, consisting of a large, stylized 'P' followed by a series of loops and a long, sweeping horizontal stroke that extends to the right.

Peter Chin  
*Mayor of Dunedin*

# Executive Summary

## ***Vision***

Dunedin holds outstanding festivals and events. They entertain, they celebrate our communities and they showcase our city.

## ***Core Strategy***

Goals	Measured By
Diverse and exciting events that appeal to residents, contribute to social well-being, and celebrate a culturally rich city	<ul style="list-style-type: none"><li>• Number and range of events</li><li>• Resident satisfaction</li><li>• Participant/attendee satisfaction</li><li>• Quality of Life survey measures</li></ul>
Festivals and events that are of high quality are supported in a fair and transparent manner by the Council and encouraged to grow	<ul style="list-style-type: none"><li>• Resident satisfaction</li><li>• Event organiser satisfaction</li><li>• Events funding measure</li></ul>
Economic contribution of festivals and events to Dunedin is optimised	<ul style="list-style-type: none"><li>• Visitor expenditure</li><li>• Value of media coverage</li><li>• Tourism New Zealand/Tourism Dunedin marketing campaigns</li><li>• Number of participants/audience</li></ul>
Festivals and events will strive to achieve environmental sustainability	<ul style="list-style-type: none"><li>• Completed waste minimisation plans</li></ul>
Number of events that occur in Dunedin's outlying communities increases	<ul style="list-style-type: none"><li>• Number and range of events</li></ul>
The Council has a strong support capability for festivals and events	<ul style="list-style-type: none"><li>• Event organiser satisfaction</li></ul>

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# 1. Introduction

Dunedin is known for its unique wildlife and respect for the environment, extensive heritage and cultural offerings, its hospitality, its passion for sport, education and knowledge<sup>1</sup>. Festivals and events encourage residents and visitors to celebrate and promote this special identity. In turn, these festivals and events become a part of this identity and make Dunedin a more diverse, vibrant and interesting city. This makes our city a more attractive place in which to live, work, do business, study and visit.

The Dunedin City Council is committed to supporting a vibrant events environment in Dunedin that will continue to build a sense of community, enhance the city's unique identity and add to its cultural wealth. It also aims to optimise the contribution of festivals and events to the city's economic development.

Each year the Dunedin City Council supports over 50 festivals and events through the Annual Plan and Community Grants Scheme and spends between \$1.00 million and \$1.49 million, or around 1.5% of its total operational and staff budget, on events and festivals funding. This funding comes from general rates. For 2009/10 the Council has budgeted to spend \$1.460 million on events<sup>2</sup>.

The Dunedin City Council's support of festivals and events usually takes the form of a financial grant, although in some cases, events receive staff support and/or assistance with promotion, marketing or some other aspect of the event organisation.

The Dunedin City Council allocates funding for events in two ways:

1. Through the Annual Plan process.
2. Through Events Grants which fall under the wider Community Grants Scheme, administered by the Community Assistance Subcommittee.

Funding decisions are frequently inconsistent due to the weaknesses in existing policy that provides no overall vision and lacks guidelines that enable the Council to make confident, consistent decisions regarding its events programme, resourcing of events and levels of support. This is illustrated by the Events Grants scheme for which community groups and event organisers can apply for funding for \$5,000 or less. In applying to this fund, the organisers of smaller events face far stricter criteria and assessment guidelines than organisers of larger events that receive Dunedin City Council Annual Plan funding of \$20,000 or more. This Festivals and Events Strategy will resolve these inconsistencies.

The passion of event organisers can make objective decision making difficult, but the success of this Strategy requires consistency by officers and elected representatives in its implementation. This Strategy will also ensure that the Council allocates and spends its funding in a way that is both fair and merit-based, and that ratepayers receive the greatest cultural, social and economic benefit for their 'festival and event' investment.

## ***1.1 Purpose of the Dunedin Festivals and Events Strategy***

The Dunedin City Council has undertaken a strategic planning process that has included consultation with major stakeholders (Dunedin City Council, businesses, event organisers, arts, culture and sports organisations, visitor industry, local media and the wider community) to gain a wide variety of views in order to develop this Strategy. During this process, the need was identified for a strategy that enables:

<sup>1</sup> Dunedin Visitor Strategy, 2008 – 2015

<sup>2</sup> This includes events funded as 'Annual Plan' items, events funded through the Community Grants scheme and funding allocated to the Council's Events Unit.



1. An overall vision for events which strongly supports city marketing, economic development and tourism campaigns and maximises the positive profile of Dunedin for residents and domestic and international visitor markets.
2. A planned programme of events that allows residents, businesses, the wider community and visitors to participate and benefit throughout the year.
3. Funding criteria through which all events that are resourced wholly or in part by the Dunedin City Council can be fairly and objectively assessed and monitored taking a triple bottom line approach.

This Strategy is closely aligned with the recently-adopted Dunedin Visitor Strategy 2008-2015 which aims to increase the contribution of the visitor industry to Dunedin's economic development (refer to Appendix 3 for details on alignment with the Visitor Strategy and other strategies).

## 1.2 Definitions

In this Strategy:

- An event is defined as a celebration, activity, exhibition, or staged performance that is open to the general public for a limited time<sup>3</sup>.
- A festival is defined as a collection of events that celebrate a single or general theme and are promoted as one within this theme, and occur within a defined timeframe.
- For sake of brevity, the term 'event' is often employed in a general sense to include both festivals and individual events.
- Conferences are excluded from this Strategy<sup>4</sup>.
- Participants/attendees/audience refers to all people taking part in an event, whether in active or passive roles.
- The Events Assessment Group is a group established to consider and endorse funding allocation decisions based on the criteria in this Strategy. Refer to Section 4.2.iv.

This Strategy classifies festivals and events into three categories:

- 1. Premier** – A festival or event that attracts a large audience and participation, generates significant economic wealth, and contributes to the positive national and international profile of the city. A premier festival or event will attract at least 5,000 visitor nights and/or will generate \$1.0 million or more through direct visitor expenditure, and will generate high levels of positive media awareness. Elements of originality will be incorporated into premier events, although this may be as a result of their Dunedin location. Premier events will be supported by Tourism Dunedin and each will be able to be linked with Tourism New Zealand's 'What's On' campaign (or any future relevant international marketing campaign). A premier event may be a one-off event or may re-occur on an annual or biennial basis.
- 2. Major** – A festival or event that attracts a substantial audience and participation and contributes to the positive regional and sometimes national profile of the city. A major festival or event will attract an audience and/or participation of at least 5,000 people including a reasonable number of visitors, mostly from the Southern region (Otago and Southland). Major events usually occur on an annual basis although not necessarily so. The event will display elements of originality.
- 3. Local** – A festival or event that is staged for local people as a celebration of an occasion or for some reason that is significant to the wider community. Audience participation will vary and

<sup>3</sup> Note that 'open to public' does not necessarily denote 'free of charge' and may also be limited by venue capacity and ticketing.

<sup>4</sup> The Dunedin Convention Bureau, which is part of Tourism Dunedin, markets Dunedin as a destination for conferences and undertakes conference bidding.



admission will usually be free, although where a local event is also a fundraiser, this may not be so. Local events generate civic pride, add to the city's vibrancy, make residents feel included and make visitors inclined to stay longer in a culturally rich atmosphere.

### 1.3 Context

This Strategy contributes to the Dunedin City Council's vision and outcomes as described in the Dunedin City Council Community Plan 2009/10-2018/19. These are as follows.

#### Community Plan Vision

*"I am Dunedin – a prosperous, accessible city, of well-educated people the citizens of which are engaged in creative industries that lead the world; with freedom to celebrate a distinctive blend of cultural heritage, architectural character and lifestyle choice; in a city with a thriving central business heart and vibrant suburban communities; and a strong and sustainable connection to a uniquely beautiful harbour, peninsula and hinterland."<sup>5</sup>*

The Community Plan identifies seven outcomes for Dunedin city. This Strategy supports the achievement of five of these outcomes as listed in Figure 1.

5 Dunedin City Council Community Plan 2006/7–2015/16



**Figure 1**

<b>Well-being</b>	<b>Dunedin City Outcomes</b>
<b>Economic Well-being</b>	<ul style="list-style-type: none"> <li>• <i>Wealthy Community</i> – A ‘world-class’ city to live and work in that encourages strong local business growth and attracts increasing numbers of new tourists.</li> </ul>
<b>Environmental Well-being</b>	<ul style="list-style-type: none"> <li>• <i>Safe and Healthy People</i> – A city where residents feel safe and enjoy a healthy lifestyle.</li> </ul>
<b>Social and Cultural Well-being</b>	<ul style="list-style-type: none"> <li>• <i>Culture and Learning</i> – A city that celebrates and supports culture and excellence in the arts and education.</li> <li>• <i>Supportive Community</i> – A city where residents feel included and connected with their community.</li> <li>• <i>Active City</i> – A city that provides and encourages participation in a broad range of sporting, recreational and leisure activities.</li> </ul>

How the Festivals and Events Strategy contributes to achievement of these outcomes is set out in Figure 2. It sets out the Strategy goals and, with a tick, shows which of the city outcomes each goal contributes toward. More detail on the Strategy goals is given in Section 3.

**Figure 2**

<b>Festivals and Events Strategy Goals</b>	<b>Dunedin City Outcomes</b>				
	<b>Wealthy Community</b>	<b>Safe and Healthy People</b>	<b>Culture and Learning</b>	<b>Supportive Community</b>	<b>Active City</b>
1. Diverse and exciting events that appeal to residents, contribute to social well-being and celebrate a culturally rich city	✓		✓	✓	✓
2. Festivals and events that are of high quality are supported in a fair and transparent manner by the Council and encouraged to grow	✓		✓		
3. Economic contribution of festivals and events to Dunedin is optimised	✓				
4. Festivals and events will strive to achieve environmental sustainability		✓			
5. Number of events that occur in Dunedin's outlying communities increases				✓	
6. The Council has a strong support capability for festivals and events	✓		✓		

For this document's relationship with other strategies see Appendix 3.

## 2. Event Setting for Dunedin

This section of the Strategy describes the current environment for festivals and events and in Dunedin. The scale and types of Council funding for Dunedin events are described, and then compared to the events spend in other New Zealand cities. The nature of the current Dunedin events calendar is described, with seasonality and event timing being identified as major issues that the Strategy must address.

Appendix 5 contains more detail on Dunedin's events setting. Information obtained via a series of focus group meetings held in February 2007 highlights Dunedin's strengths in holding events, as well as outlining key issues and constraints for events and the events industry.

### 2.1 Funding

For 2009/10 the Dunedin City Council has allocated \$1,460 million for events through the Annual Plan. This includes funding for specific events including those funded through the Annual Plan (including the New Zealand Masters Games) and the Community Grants Scheme Events Grants; staffing of the Council's Events Unit; events promotion and funding for applications for miscellaneous costs from organisations that stage or support events.

Additional Dunedin City Council funding comes from the Community Grants Scheme Arts Fund and as one-off event spending from Council departments. This varies from year to year, but is estimated at an average of \$20-30,000 per annum.

For 2009/10 therefore, the Dunedin City Council budgeted spend is \$12.30 per resident on events<sup>6</sup>.

By comparison, some local authorities spend considerably more on prominent, highly-publicised event programmes that have a strong international focus. Hamilton City Council (whose events include

the V8 Street Race and the National Field Days), New Plymouth District Council (with international pop music concerts and WOMAD) and Wellington City Council (with events such as the Rugby 7's and the World of Wearable Arts) all spend around twice as much as Dunedin per resident. Some events in Wellington are funded by a targeted CBD rate. Auckland City Council and Christchurch City Council spend about the same per resident as the Dunedin City Council on events. Rotorua District Council and North Shore City Council spend less than Dunedin<sup>7</sup>.

The Dunedin City Council is currently involved in producing, delivering and funding local, major and premier events in Dunedin. Festivals and events also receive funding support from many other organisations and without sponsorship or grant funding from agencies and businesses external to the Dunedin City Council, a great many festivals and events would cease to exist. The Otago Community Trust in particular makes a significant and major contribution to festivals and events in Dunedin and Otago. Creative New Zealand and SPARC also support a large number and variety of events in the area.

### 2.2 Seasonality

Dunedin has a diverse events calendar, primarily filled with local events and a handful of major and premier events. Overall, there is an inconsistency of timing with more festivals taking place in 'even' years than 'odd' years, and a large number of events occurring in the months of December, February, March and October. Dunedin's events calendar has fewer events during the winter months.

Other cities face a similar issue where most festivals and events are programmed for the warmer, more settled summer and spring seasons. For larger cities however and Auckland, Wellington and Christchurch in

<sup>6</sup> Based on estimated population of 118,683 residents.

<sup>7</sup> Source: SGL Group – Event Servicing, Sponsorship and Bidding Report for Auckland City Council, December 2007. Event funding amounts are not included in this report at the request of other local authorities.

particular, their size and status as ‘hubs’ and international gateways generally make them less affected by seasonality without the risk of a ‘low’ winter season negatively impacting on accommodation operators, transport providers and retailers. Despite this, these cities, including Hamilton, have developed strong festival and event programmes and all these cities use festivals and events to ‘smooth’ seasonality by programming them through all seasons including winter, spring and autumn<sup>8</sup>.

### **2.3 Venue Management Company**

Dunedin City Council is forming a company to manage its suite of venues in a coordinated, cohesive, professional manner so as to realise marketing, contracting and financial benefits. Initially, the Forsyth Barr Stadium at University Plaza will be the focus of the Board. At a later date the Dunedin Centre and the Edgar Sports Centre may be governed by this new entity. Due to the major role that venues play in the staging of events, a relationship between the Dunedin Festivals and Events Strategy and Dunedin Venues Management Ltd may develop over time. However, at this stage it is too early to identify or predict what this relationship might be.



<sup>8</sup> Source: SGL Group – Event Servicing, Sponsorship and Bidding Report for Auckland City Council, December 2007. Event funding amounts are not included in this report at the request of other local authorities.



# 3. Festival and Events Strategy

## 3.1 Vision

Dunedin holds outstanding festivals and events. They entertain, they celebrate our communities and they showcase our city.



## 3.2 Goals

**Goal 1 Diverse and exciting events that appeal to residents, contribute to social well-being, and celebrate a culturally rich city.**

Dunedin is a sophisticated city that is a leader in the arts, education, innovation, music, sport and research. Its rich heritage of Edwardian and Victorian architecture provides the perfect complement to a vibrant restaurant and café scene and thriving arts and culture scene, all surrounded by a spectacular natural environment. Festivals and events will celebrate these special features of Dunedin and the people who live here, as well as enhancing Dunedin as a place to live and visit.

That fewer events exist in winter months presents an opportunity for Dunedin. Developing festivals and events during the winter would make the city more attractive and lively for residents. It would also provide greater incentive for visitors (domestic and international) to visit Dunedin when there is greater availability of accommodation.

The Dunedin City Council will lead delivery of local events only when there is no external organisation willing to provide this service, and where such an event is critical to community well-being. The Council will not generally deliver major and premier events - exceptions are the Dunedin Public Art Gallery and Otago Settlers Museum where it is appropriate that they take on the staging of a major art or social history exhibition or event.

Targets	Measured by
1. Dunedin will host at least: <ul style="list-style-type: none"> <li>• One premier arts/cultural event every year.</li> <li>• One premier sporting fixture every year.</li> </ul>	<ul style="list-style-type: none"> <li>• One or more premier arts/cultural event held each year.</li> <li>• One or more premier sporting fixture held each year.</li> </ul>
2. A well-spread calendar of events that presents Dunedin in a contemporary and vital way, including events from each of the following themes to be held over a 24 month period <sup>9</sup> : <ul style="list-style-type: none"> <li>• Heritage and history</li> <li>• Architecture</li> <li>• Natural environment and rare wildlife</li> <li>• Centre of learning excellence<sup>10</sup></li> <li>• Vibrant arts and music communities</li> <li>• Sporting excellence</li> </ul>	An analysis of Dunedin's biennial events calendar determines: <ul style="list-style-type: none"> <li>• No event clashes among major and premier events</li> <li>• At least one major or premier event from each of the identified themes</li> </ul> 75% or more of Dunedin residents are satisfied or very satisfied with Dunedin's festivals and events (ROS - Residents' Opinion Survey).
3. Based on the annual residents' opinion survey and attendee satisfaction surveys for each festival and event, 75% or more of residents and visitors who participated in and/or attended a Dunedin City Council funded event are satisfied or very satisfied with their experience.	75% or more of Dunedin residents are satisfied or very satisfied with Dunedin's festivals and events (ROS).  75% or more of people who participated in and/or attended DCC funded events are satisfied or very satisfied with their experience (Event Satisfaction Surveys)
4. All Dunedin City Council funded events are shown to contribute to the social well-being of Dunedin communities.	75% or more of Dunedin residents agree Dunedin has a culturally rich and diverse arts scene (Quality of Life Survey)

### **Actions:**

- i. *Coordinate the Events Calendar so that festivals and events occur in a regular and planned way throughout each year, with the aim of avoiding clashes or 'clumps' of events in any single month.*
- ii. *Support arts, cultural and educational organisations to enable performances and exhibitions that promote Dunedin's cultural and social well-being.*
- iii. *Support sports bodies to bid for sporting events that promote Dunedin's recreational and social well-being.*
- iv. *Support organisations to bid for sporting, arts or cultural events that attract local, regional and national youth.*
- v. *Work with arts, cultural and sporting organisations who have successfully bid for events to encourage active participation by Dunedin residents.*



## Goal 2 Festivals and events that are of high quality are supported in a fair and transparent manner by the Council and encouraged to grow.

The Dunedin City Council has limited funding for festivals and events which is unlikely to significantly increase in the future. At the same time, the cost of staging and running festivals and events will increase. This scenario presents the Council with two options; the first is to spread its limited funding over a large number of events so that each event gets a relatively minor amount. The second option is to allocate a larger amount of funding for those festivals or events that have been identified and meet the requirements for development, to ensure maximum social, cultural and economic contribution to Dunedin. The Dunedin City Council prefers the latter alternative.

Targets	Measured By
1. All events funded by the Dunedin City Council are of high quality.	75% or more of Dunedin residents are satisfied or very satisfied with Dunedin's festivals and events (ROS).
2. All event organisers have a clear understanding of funding criteria and decision-making process under which events are funded.	75% or more of event organisers are satisfied or very satisfied with DCC events support and funding processes (biennial survey).  Actual events funding falls within +/- 5% of events budget by category.
3. Events with potential for growth are adequately funded and encouraged to grow.	75% or more of event organisers are satisfied or very satisfied with DCC events support and funding processes (biennial survey).

### Actions:

- i. Establish an Events Assessment Group to consider and endorse events funding allocation decisions based on the criteria in this Strategy.
- ii. Review all existing festivals and events that receive Council funding, and evaluate against the Strategy's funding criteria to define if they meet the local, major or premier event categories.
- iii. Fund only those festivals and events that provide a professional, contemporary and relevant programme for residents and visitors. Festivals and events that do not demonstrate this, or fail to respond to the standards of the current-day audience or participant, or are unable to deliver a fresh and changing programme, may not be eligible for funding.
- iv. Identify premier event opportunities for Dunedin and assist relevant stakeholders in developing them, including supporting of bids, advice and assessment for funding support.
- v. Provide funding support for major and premier festivals and events through the Annual Plan process.
- vi. Continue to support local festivals and events through the Community Grants Scheme Events Grants, administered by the Community Assistance Sub-Committee.
- vii. Increase funding available for local festivals and events via the Community Grants Scheme. This will occur through the existing budget with the change flagged for the 2010/11 financial year.
- viii. Review festivals and events funding budget on an annual basis, in conjunction with the Council's Annual Plan process.

### Goal 3 Economic contribution of festivals and events to Dunedin is optimised.

Festivals and events can act as an economic development tool for Dunedin. This is achieved through a number of different means, such as raising the profile of particular industry groups, promoting the city itself in external media, and encouraging visitors to Dunedin to attend or participate in events. However, the Council realises that events held purely for economic gain are unlikely to be successful. An event that grows from within the community and is a true Dunedin event is more likely to be one that will result in economic benefits.

The Dunedin City Council seeks to encourage festivals and events that showcase key industries (and are supported by these industries), that generate economic wealth, bring visitors to the city, and contribute to a positive profile of Dunedin.

Targets	Measured By
1. Every dollar invested by the Dunedin City Council in premier festivals and events will contribute to an overall return of at least \$20 in direct visitor expenditure <sup>11</sup> .	All premier events meet \$1:\$20 funding ratio (event economic impact assessment).
2. The value of television, radio and print media coverage of Dunedin's premier festivals and events will equate to 20% of the total event budget <sup>12</sup> .	All premier events meet value of media coverage target of 20% of total event budget (event media analysis).
3. All events funded by the Dunedin City Council as premier events will be marketed by Tourism New Zealand as part of its international marketing campaigns.	Take-up of all DCC funded premier events by Tourism New Zealand as part of its international marketing campaigns.  Take-up of all DCC funded premier events by Tourism Dunedin as part of domestic and international visitor campaigns.
4. All major festivals and events will attract an audience and/or participation of at least 5,000 people.	Total audience and/or participation numbers of at least 5,000 people.
The number of people attending a Dunedin City Council funded festival or event as participants and/or audience will show growth each year, using the 2008/09 financial year as a benchmark <sup>13</sup> .	Total of participants plus audience grows at least 2% on previous event.

#### Actions:

- i. *Prioritise funding for events that showcase and are supported by key sectors in Dunedin (key sectors as outlined in the Council's Economic Development Strategy).*
- ii. *Prioritise funding for premier festivals and events that strongly identify with city marketing and promotions and that can be incorporated into campaigns to positively promote Dunedin and attract visitors.*
- iii. *Work with event organisers, Tourism Dunedin and other regional tourism organisations to market festivals and events effectively both within Dunedin and outside of the city. In particular, the following market segments will be targeted - people from the tertiary education sector, alumni of Dunedin's tertiary institutions, former Dunedin city residents, repeat visitors or potential repeat visitors to Dunedin.*

11 For example, an investment of \$50,000 toward a premier festival will continue to an economic impact of at least \$1.0 million in direct visitor expenditure through visitors staying in Dunedin to attend the festival. Note that events funded as local/major do not need to demonstrate economic contribution through visitor expenditure.

12 This is a standard publicity measurement. For example, a \$100,000 event (overall cost) will generate at least \$20,000 worth of television, radio and print media coverage based on the true cost of what an advertising placement would cost multiplied by three.

13 It is recommended that certain events may have capacity constraints that limit their growth.

- iv. *Work with education, sports, arts, community and business groups (including Tourism Dunedin, the Otago Chamber of Commerce, Sport Otago and the tertiary sector) to leverage longer lasting benefits from events, including increased visitor numbers, longer length of visitor stay and repeat visitation.*
- v. *Base funding decisions for premier events on projected economic forecasts (pre-event) and economic impact assessments (post-event)<sup>14</sup>.*
- vi. *Require organisers of all events to undertake post-event reporting.*
- vii. *Report annually on the economic benefit derived from Dunedin City Council supported events.*

#### **Goal 4 Festivals and events will strive to achieve environmental sustainability.**

Dunedin residents have a justified pride in their natural environment. One of the major environmental impacts from festivals and events is the generation of waste, which can also result in litter problems. While recognising that it is unlikely that any festival or event will have no environmental impact, the Council seeks to encourage environmental sustainability as a guiding principle for event organisers.

<b>Targets</b>	<b>Measured By</b>
1. All major and premier Dunedin events will adopt waste minimisation/recycling plans.	All major and premier Dunedin events have completed waste minimisation plans prior to event.

#### **Actions:**

- i. *Encourage the inclusion of waste minimisation/recycling plans in funding applications, and include information on the production of these in the Events Toolkit.*
- ii. *Investigate and promote other environmental sustainability practices for event organisers.*

#### **Goal 5 Number of events that occur in Dunedin's outlying communities increases.**

With a landmass of over 3,350 square km, rolling hinterland, rugged mountain ranges, sandy white beaches, rivers and historic townships surround Dunedin. Dunedin is also in close proximity to Central Otago and Queenstown. These advantages make it logical to optimise the use of Dunedin's natural and rural environment when staging festivals and events. Spreading the geographical range of events will extend the benefits more evenly through the city's diverse communities.

<b>Targets</b>	<b>Measured By</b>
1. The annual Events Calendar includes at least three major or premier events that take place outside of Dunedin's main urban area by 2015.	At least three major or premier events outside of Dunedin's main urban area annually.

#### **Actions:**

- i. *Encourage events that are based in outlying Dunedin communities such as Brighton, Middelmarsh, Mosgiel, Port Chalmers, Waikouaiti and the Otago Peninsula.*

<sup>14</sup> Delivery and processes for economic forecasting and impact assessments to be developed as part of the Events Toolkit – refer to Section 4.2(v) of this Strategy.

## Goal 6 The Council has a strong support capability for festivals and events.

To advance the quality of events in Dunedin, the Dunedin City Council will develop a strong relationship and support structure for event organisers and the event industry.

Targets	Measured By
1. A biennial survey shows that at least 75% of event organisers and users of Dunedin City Council event services are very satisfied or satisfied with these services.	75% or more of event organisers are satisfied or very satisfied with DCC events support and funding processes (biennial survey).

### Actions:

- i. *Manage and publicise an events calendar that contains details of all events scheduled to occur within Dunedin city. Actively search for information for this calendar to ensure that it is comprehensive, up-to-date and of the greatest use to residents, visitors and the media.*
- ii. *Be the key resource for events programming, timetables and sharing of event information amongst the festivals and events sector and across the city.*
- iii. *Seek opportunities to work with others including the Otago Chamber of Commerce and Tourism Dunedin on training seminars, conferences, guest speakers and other relevant activities that help strengthen the capability of the Dunedin events sector.*
- iv. *Provide a 'one-point-of-contact' service that efficiently assists event organisers by providing advice on:*
  - *event feasibility*
  - *funding opportunities*
  - *bidding techniques*
  - *marketing, advertising and promotion techniques*
  - *media relations*
  - *working with Regional Tourism Organisations (e.g. Tourism Dunedin)*
  - *pre-event reporting (e.g. economic forecasting, waste minimisation plans)*
  - *post-event reporting (e.g. attendee surveys, economic impact assessment)*
  - *the Council's departmental infrastructure and Event Management Process.*
- v. *Develop an 'Events Toolkit' to assist event organisers in meeting Dunedin City Council requirements for funding applications and the staging of events, and make it widely and freely available<sup>15</sup>.*

<sup>15</sup> More detail on the Events Toolkit is given in Section 4.2(v) of this Strategy.

### **3.3 Monitoring and Review**

#### **1. Dunedin City Council**

The Dunedin City Council will monitor the Dunedin Festival and Events Strategy on an annual basis by reporting on achievement of the Strategy targets as outlined above. Appendix 2 provides more detail on this annual reporting. As well as direct measurement of targets, tools such as economic and social impact assessment may also be employed as part of this monitoring.

The Dunedin Festivals and Events Strategy will be fully reviewed every five years to ensure its continued effective performance against both its goals and the Community Plan outcomes identified above. The first review will occur no later than 2013.

#### **2. Event Organisers**

Individual event evaluation will be required for each festival or event that has successfully gained funding from the Dunedin City Council. Event organisers will be required to submit a post-event report, including information relating to:

- number of participants/audience
- participant and/or audience satisfaction
- promotional, publicity and media reports
- visitor attendance, estimated visitor nights and visitor expenditure (premier events only)
- financial details (including event revenue and expenditure)
- how the event met its strategic outcomes.

Guidelines on attendee surveys and post-event reporting will be provided by the Events Unit. A festival or event that has been granted funding for two or three consecutive years will be required to submit an annual report to confirm for the Council that the event is on-track.

Economic impact assessment reporting will be required post-event from organisers of premier

events. Guidelines on economic impact assessment will be provided by the Events Unit.

Information provided in all post-event reports will be used as part of the assessment process for future funding applications for the same festival or event.



# 4. Implementation Plan

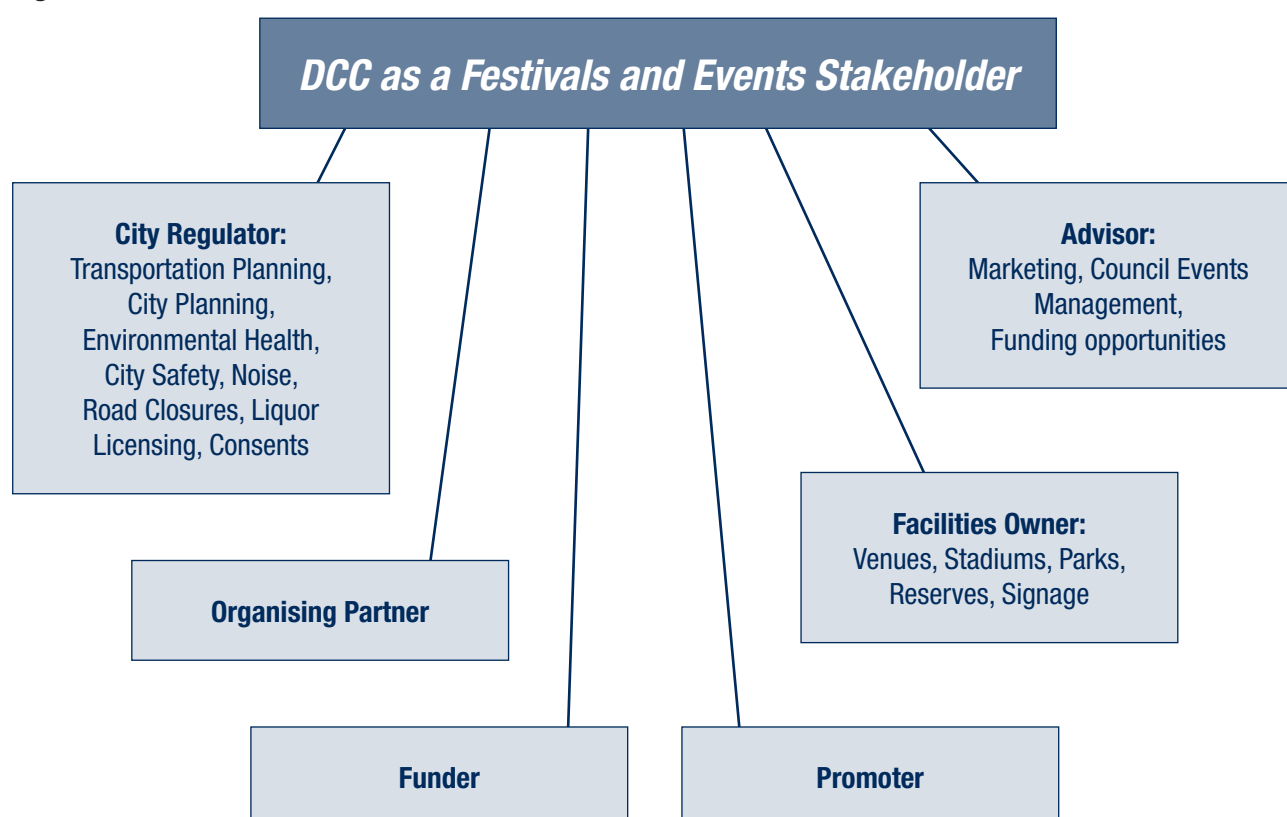
This implementation plan sets out how the Strategy's actions will be delivered over the next ten years. It describes the various roles of the Dunedin City Council in relation to festivals and events and the funding allocation process.

## 4.1 Dunedin City Council as a Stakeholder

The Dunedin City Council and other organisations can have more than one role for any event. Figure 3 sets out the Council's various roles as a festivals and events stakeholder.

The Dunedin City Council plays a vital part in the success of individual festivals and events due to its role as funder, organising partner and promoter of many events. The Council also plays a significant role in the successful and safe staging of events due to its role as owner or custodian of most of Dunedin's public facilities, and as a regulator. This includes transportation planning, signage, venues and stadia, parks and reserves as well as facilitation through city planning, consents and road closures, liquor licensing, environmental health, city safety and noise issues. Implemented in February 2008, the Dunedin City Council's Event Management Process is designed to streamline the process for applicants seeking approval for organising an event in Dunedin.

Figure 3



## 4.2 The Funding Process

### i. Eligibility for Funding

Festivals and events that are eligible for funding include but are not restricted to:

- Not-for-Profit organisations including clubs and societies
- Local, regional and national sports, arts, culture and recreation organisations
- Charitable trusts

### ii. Funding Allocation

Funding for events will be allocated and available for one, two or three years as follows<sup>16</sup>:

**Local events:** Funding up to \$5,000 per annum for any one festival/event

**Major events:** Funding up to \$50,000 per annum for any one festival/event

**Premier events:** Funding of over \$50,000 per annum for any one festival/event

Introduction of this funding allocation regime will commence during the 2010/11 financial year. From the 2011/12 financial year, funding for events will be fully allocated based on these levels of funding.

### iii. Funding Sources

#### • Events Grants

The Dunedin City Council's Community Grants Scheme is administered by the Community Assistance Subcommittee. Under this scheme, Events Grants provide an effective mechanism for allocating funding for small community and commercial events. This fund will be used for the allocation of funding for all local events, up to \$5,000 per event per annum.

#### • Major and Premier Events Annual Plan Funding

This is administered by the Dunedin City Council Events Unit with ratification from an Events Assessment Group and elected Council. Amounts available as above under Funding Allocation.

#### • Dunedin City Council Performance Underwriting Fund

This fund is administered by the Community Assistance Subcommittee. Conditions for application are explained in the Dunedin City Council Community Initiatives Plan. No more than one underwrite per annum is available to any group and not greater than \$20,000 on each occasion.

#### • Premier Events Underwriting

Underwriting for these types of event is available only through special application from event organisers seeking amounts greater than \$20,000. It has the same general conditions as the Dunedin City Council Performance Underwriting Fund. There is no specific amount of money set aside for festivals and events underwriting and there can be a high level of complexity and risk associated with underwriting arrangements.

#### • Event Development Fund

**Event Bidding** - While Dunedin City Council is not in the market for purchasing premier events from outside the city, there may be occasions where it wishes to bid for hosting rights for one-off events (e.g. Rugby World Cup, Special Olympics). A portion of the total Events budget may be allocated for this purpose as and where necessary.

**Event Feasibility** – A portion of the total Events budget may be allocated where

<sup>16</sup> The Council recognises that guaranteed funding for annual events over a two or three year period will contribute to the growth and viability of the event as a commercial proposition. Biennial events will continue to be funded on an annual basis to enable continuity of planning.

necessary for the purpose of undertaking feasibility studies for new events.

#### iv. Application Process

The application process applies to major and premier events only. For local events refer to the Community Grants Scheme application forms and guidelines.

**Applications** – Funding application forms are filled out by organisers of major and premier events. As well as providing supporting material such as economic forecasts, the application should clearly relate how an event fits the strategic criteria (Appendix 1). Application forms will guide event organisers through their assessment of their event against these criteria.

**Assessment** - Events Unit staff make their own assessment of an application according to the strategic criteria designed to measure the extent to which an event fits with the goals of this Strategy (Appendix 1). The extent to which an event meets the strategic criteria will determine the level of funding.

**Events Assessment Group** - This group considers the funding allocation decisions made by Events Unit staff after an event has gone through the Unit's assessment of strategic criteria 'fit' and then decides how funding will be allocated. The composition of this group will be as follows:

- Chair or Deputy Chair, Dunedin City Council Economic Development Committee
- Chair or Deputy Chair, Dunedin City Council Community Development Committee
- Chair, Community Assistance Sub-Committee
- Manager, Dunedin City Council Marketing and Communications Agency

- One person from the events (private) sector<sup>17</sup>

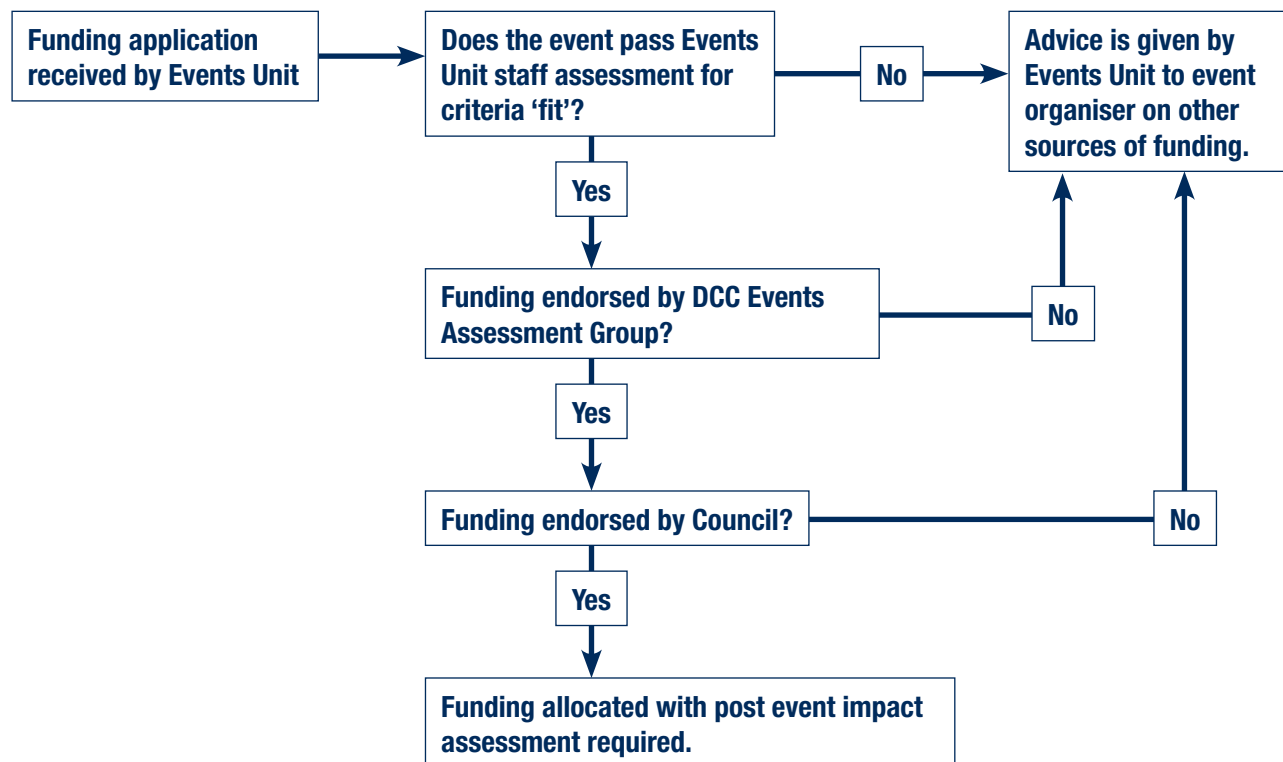
The group will meet six monthly or as required. In considering funding applications, advice may be sought from Council departments (such as the Economic Development Unit or Community and Recreation Services) or other agencies (such as Tourism Dunedin).

All funding endorsements made by this group will then be passed onto Council for final endorsement which will ascertain whether or not the event funding is included in the Dunedin City Council Annual Plan.

Figure 4 sets out the application process.

<sup>17</sup> To avoid any potential conflict of interest, it is envisaged that this person will not be actively engaged in event management within Dunedin.

**Figure 4**



## v. Events Tool Kit

A 'Tool Kit' for festival and event organisers will be freely available from the Events Unit. This contains:

- Application forms for events funding to be completed by the organiser depending on the type of funding sought, i.e. Local, Major or Premier.
- Pre-event economic forecasting guidelines for Premier events.
- Waste minimisation plan guidelines for Major and Premier events.
- Post-event economic impact assessment guidelines for Premier events.
- Post-event report guidelines for Local, Major and Premier events.
- Risk assessment template.
- Dunedin City Council Events Management
- Process guidelines with information about consents, permits, environmental health, road closures and safety requirements relevant to events.
- Advice on generating funds from sources other than the Dunedin City Council.
- Advice on marketing, advertising and promotions.
- Advice on working with the media and other agencies such as Tourism Dunedin.

## 4.3 Implementation Plan

### Year 1: 2009/10

Agency	Activity
Dunedin City Council	<ul style="list-style-type: none"> <li>Establish Events Assessment Group and reporting procedures.</li> </ul>
Events Assessment Group, Events Unit	<ul style="list-style-type: none"> <li>Conduct review of all existing festivals and events that receive Council funding, evaluate against funding criteria, categorise as local, major or premier depending on existing status and potential for growth.</li> <li>Establish process for assessing events funding against criteria and reporting to the Council.</li> </ul>
Events Unit	<ul style="list-style-type: none"> <li>Develop and distribute an Events Toolkit.</li> <li>Improve quality and distribution of Dunedin Events Calendar, including use of the Council website as a key component.</li> <li>Host at least 3 workshops with the events sector.</li> <li>Assist organisers of local events previously funded through the Annual Plan through the process of applying for funding through the Community Grants Scheme.</li> </ul>

### Year 2: 2010/11

Agency	Activity
Dunedin City Council	<ul style="list-style-type: none"> <li>Review presentation of the events budget within the annual plan and itemise events according to events categories; local, major and premier, with additional headings for events management, events promotion, events ancillary and public entertainment.</li> </ul>
Events Assessment Group/ Events Unit	<ul style="list-style-type: none"> <li>Assess events funding against criteria and report to the Council on implementation of this criteria and process.</li> </ul>
Events Unit	<ul style="list-style-type: none"> <li>Host at least three workshops with the events sector.</li> <li>Assist organisers of local events previously funded by the Annual Plan through the process of applying for funding through the Community Grants Scheme.</li> <li>Develop strong working relationship with key agencies such as Tourism Dunedin, Otago Chamber of Commerce and the tertiary sector to strongly promote and grow Dunedin events.</li> <li>New events brainstorming (method to be finalised).</li> <li>Work closely with Tourism Dunedin to ensure continued alignment between Visitor Strategy and Dunedin Festivals and Events Strategy.</li> <li>Monitor and report to the Economic Development Committee on achievement of targets in this Strategy.</li> <li>Report to Economic Development Committee on economic and social benefit derived from Council-funded festivals and events.</li> </ul>



### Year 3: 2011/12

Agency	Activity
Council	<ul style="list-style-type: none"><li>• Increase funding for local events to \$85,000 per annum.</li></ul> Review funding for events based on recommendation from Events Assessment Group and incorporate changes from 2012/13 financial year.
Events Assessment Group, Events Unit	<ul style="list-style-type: none"><li>• Conduct review of all existing festivals and events that receive Council funding, evaluate against funding criteria, categorise (local, major, premier).</li></ul>
Events Unit	<ul style="list-style-type: none"><li>• Update and distribute the Dunedin Events Toolkit.</li><li>• Improve quality and distribution of Dunedin Events Calendar, including use of the Council website as a key component.</li><li>• Host at least three workshops with the events sector.</li><li>• Assist organisers of local events previously funded by the Annual Plan through the process of applying for funding from the Events Grants scheme.</li><li>• Monitor and report to the Economic Development Committee on achievement of targets in this Strategy.</li><li>• Report to Economic Development Committee on economic and social benefit derived from Council-funded festivals and events.</li></ul>

### Years 4-10: 2012/13 - 2018/19

Agency	Activity
Dunedin City Council	<ul style="list-style-type: none"><li>• Approve annual events funding based on recommendations and endorsement by Events Assessment Group.</li></ul>
Events Assessment Group/ Events Unit	<ul style="list-style-type: none"><li>• Streamline and improve process for evaluating events funding in accordance with criteria and Strategy.</li></ul>
Events Unit	<ul style="list-style-type: none"><li>• Host at least three workshops with the events sector.</li><li>• Monitor and report annually to the Economic Development Committee on achievement of targets in this Strategy.</li><li>• Report annually to Economic Development Committee on economic and social benefit derived from Council-funded festivals and events.</li><li>• Review Dunedin Festivals and Events Strategy (every five years, first review by 2013).</li></ul>

# Appendix 1. Strategic Criteria

The strategic criteria are derived directly from the vision and goals of the Dunedin Festivals and Events Strategy. To receive Annual Plan funding support from the Dunedin City Council, any major or premier festival or event will be evaluated against these strategic criteria. The degree of 'strategic fit' with each criteria will determine the level of funding allocated.

Criteria	Strategy Goal	Explanation
Event Identity	1	The festival or event celebrates Dunedin in a contemporary and vital way, and is in some way unique to Dunedin.
Event Variety	1	The festival or event will add variety to the annual events calendar.
Event Spread	1	The festival or event will assist with attaining a suitable spread of events activity throughout the year.
Cultural and Social Well-being	1	The festival or event assists in developing a culturally rich city, while adding to residents' sense of community.
Community Support	1	The festival or event will be able to demonstrate a high level of community support and involvement.
Event Quality	2	The festival or event provides a professional, contemporary and relevant programme, and responds to the standards of current-day audiences and participants.
Event Growth	2,3	The festival or event has shown growth and/or has clear potential for growth, with a strategic vision/plan for how to manage growth.
Economic Benefit	3	The festival or event will attract visitors and generate increased visitor nights and direct expenditure resulting in positive economic benefit for the city.
Key Sectors	3	The festival or event showcases and is supported by one or more of the key sectors as set out in the Council's Economic Development Strategy.
Media Coverage	3	The festival or event will generate positive external media exposure that promotes Dunedin's profile and enhances the city 'brand'.
Environmental Sustainability	4	The festival or event has a plan for achieving waste minimisation and the use of recycling.
Outlying Communities	5	The festival or event is set in an outlying community.

<sup>18</sup> For funding criteria for local events refer to Community Grants Scheme application forms and guidelines.

<sup>19</sup> Particularly in relation to the events themes set out under Goal 2 in the Festivals and Events Strategy.

## Appendix 2. Annual Monitoring and Reporting

Monitoring of the Festivals and Events Strategy will occur at two levels:

- i. Monitoring against the Strategy's six goals. How this will occur is specified within the document.
- ii. Monitoring against the Strategy's event categories using Table 1 for annual reporting. This table also provides a basis for annual comparisons.

**Table 1 Event Category – Funding and Performance Monitor**

<b>Event Category</b>	<b>Council Funding Contribution</b>	<b>Breakdown of funding by category (%)</b>	<b>Total Number of Events</b>	<b>Participant/ attendee numbers</b>	<b>Participant/ attendee Satisfaction (average)</b>	<b>Total visitors</b>	<b>Total visitor nights</b>	<b>Total visitor expenditure (\$)</b>	<b>Value of media coverage (\$)</b>	<b>Completed waste minimisation Plans (No.)</b>
<b>Premier</b> Event 1 Event 2 Event 3 Etc. Subtotal										
<b>Major</b> Event 1 Event 2 Event 3 Etc. Subtotal								n/a		
<b>Local</b> Event 1 Event 2 Event 3 Etc. Subtotal	\$50,000					n/a	n/a	n/a	n/a	n/a
<b>Total</b>	<b>\$</b>	<b>100%</b>						<b>\$</b>	<b>\$</b>	

## Appendix 3. Relationship With Other Strategies

This Festivals and Events Strategy is closely linked with the Dunedin Visitor Strategy, the Dunedin City Council Economic Development Strategy and the Council's City Marketing Strategy and campaigns. Alignment across all four strategies (under the umbrella of the Long Term Council Community Plan and Annual Plan) will optimise the performance and effectiveness of each and will enable the Council to maximise the value or return on its 'event investment'.

It is essential that this Strategy be implemented in close collaboration with agencies involved in economic development, city marketing, tourism and destination marketing, arts and community groups, sporting groups, and with the tertiary sector. Ongoing consultation and a collective approach to the development and support of (some) festivals and events will ensure that this collaboration occurs.

Strategy	Relationship
Dunedin Visitor Strategy	<ul style="list-style-type: none"> <li>Festivals and events are tourism 'product'.</li> <li>Festivals and events attract visitors and visitor nights, and generate visitor expenditure.</li> <li>Festivals and events programmed during winter and late autumn/early spring have the ability to smooth tourism seasonality and attract visitors during these low and shoulder seasons.</li> <li>Festivals and events contribute to the overall destination marketing of the city.</li> <li>Festivals (in particular) are promotional tools for destination promotion 'themes'. For example, the Dunedin Rhododendron Festival promotes Dunedin's garden tourism product and the city's attractiveness as a destination for those interested in garden tourism.</li> </ul>
Economic Development Strategy	<ul style="list-style-type: none"> <li>Festivals and events attract visitors and visitor nights, and generate visitor expenditure. For example, an international rugby test.</li> <li>Events developed to celebrate or showcase aspects of an industry or industry sector, profile and promote this sector and the city. For example, the Otago Festival of the Arts and Dunedin Fringe Festival showcase local and regional artists alongside national and international artisans opening opportunities to further promote themselves. id Dunedin Fashion Week showcases Dunedin's vibrant fashion design industry and talent, enables designers to promote and sell their collections and encourages growth in the creative industries sector.</li> </ul>
City Marketing Strategy campaigns	<ul style="list-style-type: none"> <li>Festivals and events are promotional tools for city and marketing campaigns. The New Zealand Masters Games, Otago Festival of the Arts and the New Zealand International Science Festival collectively promote a diverse and vibrant city. Individually, they contribute to city marketing campaigns that promote Dunedin as a city with excellent sporting and recreational facilities, a sophisticated art and culture scene, and a strong science and research culture. Overlaying this is the message that Dunedin is a city that actively engages people of all ages and varied interests.</li> </ul>
Community Initiatives Plan	<ul style="list-style-type: none"> <li>The principles, goals, objectives and criteria of the Community Initiatives Plan align closely with this Strategy with regard to developing cultural and social well-being in the community.</li> </ul>
Arts and Culture Plan	<ul style="list-style-type: none"> <li>(The Art and Culture Plan is scheduled for review.)</li> </ul>

Physical Activity Strategy	<ul style="list-style-type: none"> <li>This strategy to which this Strategy is closely aligned is 'Getting Dunedin Active', the interagency Physical Activity Strategy adopted by the Council in February 2008. Getting Dunedin Active has a vision of:  'All Dunedin residents living active, healthy and enjoyable lifestyles'</li> <li>Getting Dunedin Active has identified and prioritised local community and neighbourhood events as an effective way to increase people's awareness and utilisation of their local physical activity resources and opportunities, ultimately increasing their participation in physical activity.</li> </ul>
Disability Strategy	<ul style="list-style-type: none"> <li>The Dunedin City Council's Disability Strategy presents a long-term plan for the Council to make Dunedin a more inclusive city. Like the Disability Strategy, this Festivals and Events Strategy contributes to the Community Plan outcome to develop communities where people feel included and connected.</li> </ul>





## Appendix 4. Stakeholders

Key organisations within the wider community play an important and vital role in ensuring the success of Dunedin's festival and event programme and of this industry sector.

Sector	Providers (examples of) <sup>20</sup>	Active involvement
Destination marketing	Tourism Dunedin, Dunedin Convention Bureau, Tourism New Zealand	Marketing and promotion
Visitor industry	I-site Dunedin Visitor Centre, independent tourism and attraction operators	Accommodation, attractions, retailers, tourism organisations
Funding agencies	Otago Community Trust, other regional and national funding agencies	Major contributor and funder of events throughout Dunedin and NZ
Dunedin tertiary education institutions, secondary schools, private and specialist training providers	University of Otago, Otago Polytechnic, Otago University Students' Association, secondary schools, Design School, Centre for Innovation, Science	Graduation ceremonies, orientation, campus events, training, education
Events sector	Professional event organisers, Events Industry Association, professional conference organisers, venue managers	Local/external event contractors and industry support
Media	Otago Daily Times, The Star, Taieri Herald, D Scene, Radio Network, Mediaworks Radio, all television channels including Sky, other print media including national magazines, website	Communication with local community, collaborative support and promotion, advertising and publicity
Business community, local and regional businesses and business networks	Otago Chamber of Commerce, Otago Southland Employers' Association, Otago Motel Association, Hotel Association of New Zealand, international, national and regional businesses	Financial support and/or active contribution
Arts, culture, heritage, entertainment organisations	Otago Museum, Dunedin Public Art Gallery, Otago Settlers' Museum, Otago Festival of the Arts Trust, Otago Settlers' Association, Southern Heritage Trust,	Establish unique or one-off events
Smaller community and arts groups.	Spinners and Weavers Guild, Otago Potters, Model Vehicle Club, Ocean Beach Railway	Establish small scale events
Sports bodies or establishments	Sport Otago, NZ Masters Games Dunedin, Otago Rugby Football Union, Otago Netball, Basketball Otago, Dunedin Ice Stadium	Bidding and/or hosting regional, national, international events
Transportation	Dunedin International Airport, airlines, coach companies, taxi/limousine services, Taieri Gorge Limited	Tour and transport companies, provider of transportation links for local, regional, national and international visitors
Emergency services	New Zealand Police, Fire Service, St. John	Community safety, security and traffic control
Central government, local and regional authorities	Transit New Zealand, Dunedin City Council, Trade and Enterprise New Zealand	Highway, traffic, pedestrian safety, funding (local, regional, national)

<sup>20</sup> The organisations indicated in this list are indicative only. This is not intended as a full and comprehensive schedule of festival and event providers and stakeholders.

# Appendix 5. The Existing Situation

## – What Do Stakeholders Think?

In February 2007, the Dunedin City Council undertook research on the existing events programme through a series of independently-facilitated focus group meetings. A wide range of participants were drawn from the arts, cultural, entertainment, business, sports, events and tourism sectors. Information obtained through these focus group sessions is summarised below.

### **Dunedin's special appeals for events and as a destination**

- Strong pride in the city and environs
- Scottish heritage - Larnach Castle and Robbie Burns connection
- City of firsts – New Zealand's first city, University of Otago, Medical School, Otago Boys' High School, Otago Girls' High School
- Centre for learning – highly educated population, University of Otago prominent within city
- Friendly city – safe with less crime and tolerance for creativity and unique character
- Geographic accessibility within city – to sea, mountains and harbour
- Established recreational venues – abundance of facilities, multi-use green spaces, venues
- Excellent art galleries and museums – richness and quality of artists, novelists, poets
- Vibrant arts, fashion and music industries – product based strengths, Cadburys and Speights
- Great launching pad for entrepreneurs and innovators – research and development
- City unites around big events – celebrates occasions of national importance

### **Key issues – for events and the events industry in Dunedin**

- Lack of vision for events that are supported by the industry
- Lack of clear criteria for Dunedin City Council funding – no risk-taking or under-writing of events

- Lack of Dunedin City Council-wide coordination – no clear point of contact or knowledge within the Council for advice on all event issues
- Lack of major events that attract visitors to the wider Dunedin area – no clear vision for city
- Limited Dunedin City Council funding allocated over many events
- Limited corporate market and declining sponsorship – funding advice needed
- Limited ability to respond to significant opportunities quickly due to lack of extra funding resources or timeframes for funding decisions (Annual Plan or outside of budget)
- Limited ability for the Dunedin infrastructure to accommodate large-scale events
- Limited population negatively impacts possible external events brought to the city

### **Constraints – to growing events and developing an events programme**

- Small, aging population – low discretionary spending to sustain wider events industry
- Decrease in sponsorship dollars – nationwide competition for limited funding support
- Unease due to last-minute event purchasing by residents – external events contractors and promoters ignore Dunedin
- Isolation of Dunedin's location – a destination city, limited travel support infrastructure
- Higher travel costs – limited international flights, cheaper airfares and more range of events in other New Zealand centres
- Lack of high-end accommodation – limited quantity and quality to support high season
- Lack of skills, expertise and support – difficulty finding and retaining staff and volunteers
- Compliance requirements – traffic management plans, safety issues and costs of protection
- Financial impacts on business – normal functions

in areas where more events take place

- Lack of indoor venues for major events – no venues for high capacity attendance
- Parking – the bigger the event, the bigger the problem
- Weather – unstable and alternative venues necessary

### **Vision for Events**

- Develop a full events calendar that makes Dunedin a fun and exciting inner-city; celebrates our diverse heritage, history, our natural environment, our people and our successes
- Have a bidding/seeding fund with which to bid or support a bid for one or two international events annually that profile Dunedin nationally and internationally, attract visitors and encourage major economic benefit for the city
- Identify and grow national events that are unique to Dunedin, with emphasis on locally produced and established events, festivals or celebrations
- Collaborate with industry and establish a schedule of events throughout the year, with consideration given to alternative shoulder season months to help boost economy
- Hold events that underscore the local perception that Dunedin supports the value of a diverse and vibrant community, and that attract graduates, returned visitors and former residents back to the city
- Encourage events that take place, highlight and celebrate distinctive qualities of the greater Dunedin area

